



# PT Unilever Indonesia Tbk

Q1 2025  
Earnings Call  
April 24<sup>th</sup>, 2025



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**PT Unilever**  
**Indonesia Tbk**  
**Earnings Call**  
**Q1 2025**

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Benjie Yap  
CEO

Teknologi revolusioner dengan  
**100% bahan alami**



## Focus on Strategic Priorities to deliver consistent performance

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**1**

Making progress on the reset program.

**2**

Sequential QoQ improvement on growth and profitability.

**3**

On track to deliver growth in H2'25.

**4**

On track to separate Ice Cream by end of 2025.

## Q1 2025 Net Sales

**IDR 9.5 T**

-6.1% vs LY | +22.6% vs Q4

**Domestic: -6.6%**

UPG +1.3% | UVG -7.8%

**Export: +12.6%**

## Q1 2025 Gross Margin

**48.2%**

-177 bps vs LY  
+363 bps vs Q4

## Q1 2025 Profit

### Profit Before Tax %

**16.8%**

-161 bps vs LY  
+1054 bps vs Q4

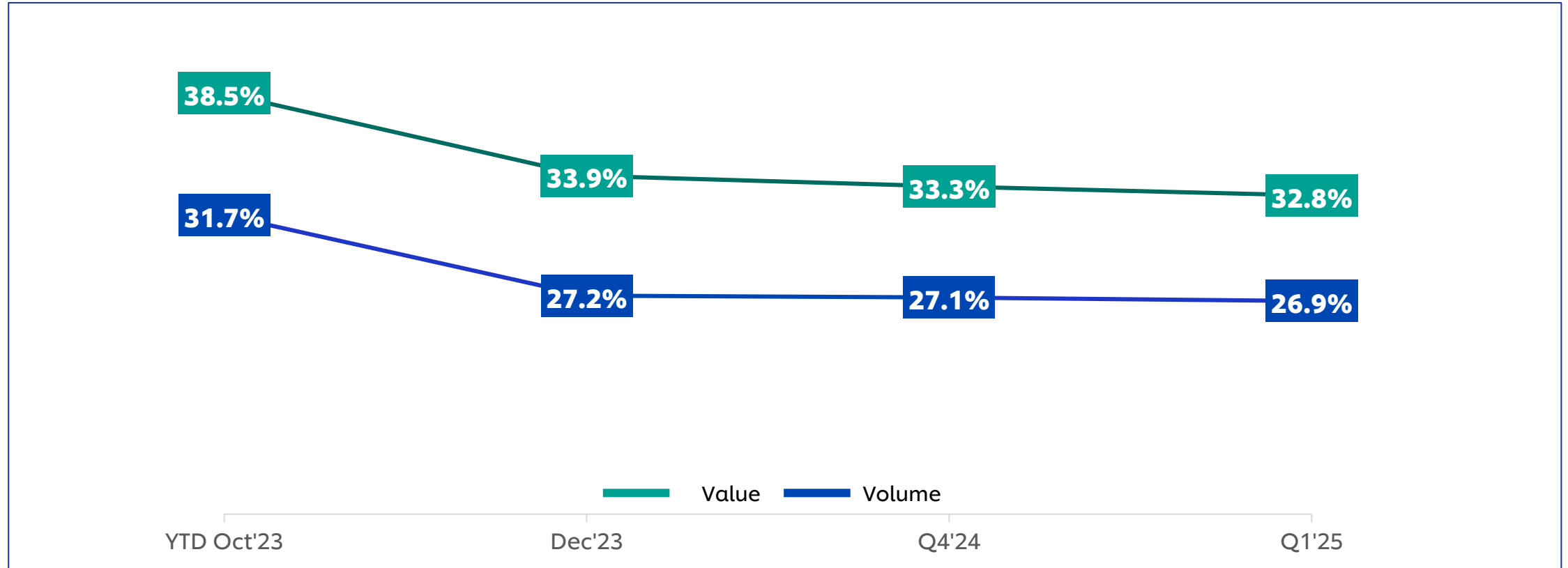
### Net Profit

**IDR 1.2 T**

EPS 32.4 / share, -14.6% vs LY  
+244.7% vs Q4

## Market share position

Decline in market share: GT sequentially holding shares, while MT declining as result of price correction



\* Nutrition include Juice and Tea (within Tea Bag market only)

\*\* Ice Cream in MT only





## Get more from the core

Unmissable brand superiority

Breakthrough  
multi-year innovations



## Be market makers

Market development

Drive premiumization

Execute brilliantly in market



## Step up our impact

Deliver our big 4 sustainability  
priorities

Build back Gross Margin

Digital transformation

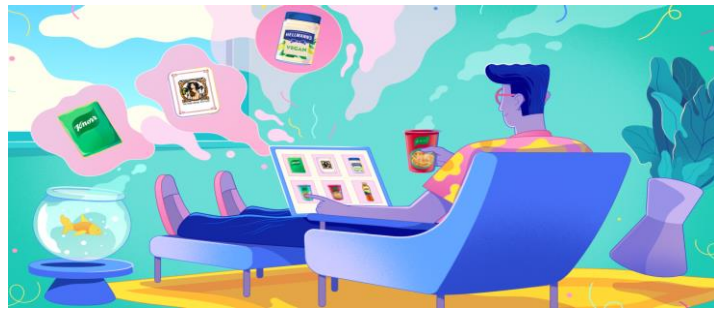
# Strategic Priorities

Get more from the core

Be market makers

Step up our impact

## Category



Stronger brands and portfolios

## Go-To-Market



Distributive Trade & Minimarket

Winning in channels of the future

## Cost



Cost reset



## Stronger Brands and Portfolios



Pro-Ceramide Serum  
Hypoallergenic

## Unmissable brand superiority with major relaunch of the core



Superior claim:  
NATIVE CHICKEN

Superior  
formulation

Bigger pack  
and non  
tearable



Disruptive  
packaging

Light  
sensory

Desirable  
fragrance

Functional  
superiority



10x faster  
degreasing

Plant-  
based

More  
foam

Safe to  
clean fruit  
& veggies

## ...as we did with Sunlight



Superior formulation to win with **RHAMNO** technology



Attractive packaging **win purchase intent**



Sharp proposition with **superior 10x degreasing** power (as fast as **Whoosh**)



Unmissable **social first** with massive out of home (disruptive reach)



Massive outlet coverage and visibility: Reaching more than **70% direct stores** during the launch



**Competitive pricing** through Net Revenue Management

Supported by green communication assets with strong media investment



## Tapping into high growing segments

### SUN



### SERUM



### TREATMENT



## Reaching up: increase in Premium contribution with growth in sales

### CLOSEUP White Now



**NEW**  
**closeup** **WHITE NOW**  
Purple Stain Corrector now available

### LUX Peaceful Galaxy



### VASELINE Gluta Hya



## Reaching down: affordable products to reach all consumer segments

### GLOW & LOVELY small pack



### RINSO at new pack price





# PT Unilever Indonesia Tbk Earnings Call Q1 2025

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Neeraj Lal  
CFO



## Go-To-Market



  
**Dove**  
serum body wash

**Pro-Ceramide Serum**  
10X Moisture Renewal Power

## Go-To-Market transformation journey

2024				2025				Status
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	More stores, better stores: increase coverage and optimize quality of direct coverage							On track
	Distributive Trade (DT) digital transformation							On track
	Customer stock reduction							COMPLETED
	Price harmonization							COMPLETED

## Distributive Trade transformation

### Price harmonization

Improved by **+24%**

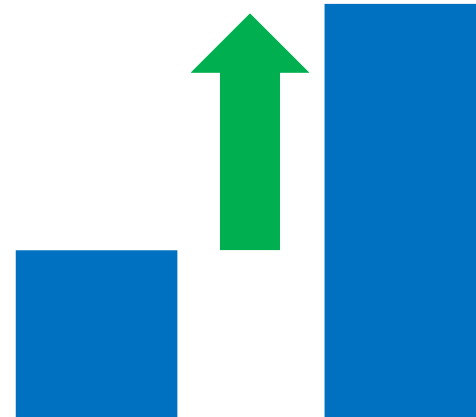


Q324

Mar-25

### More profitable DT

Improved by **+34%**



Q324

Mar-25

### Service level improvement

Improved by **+22%**



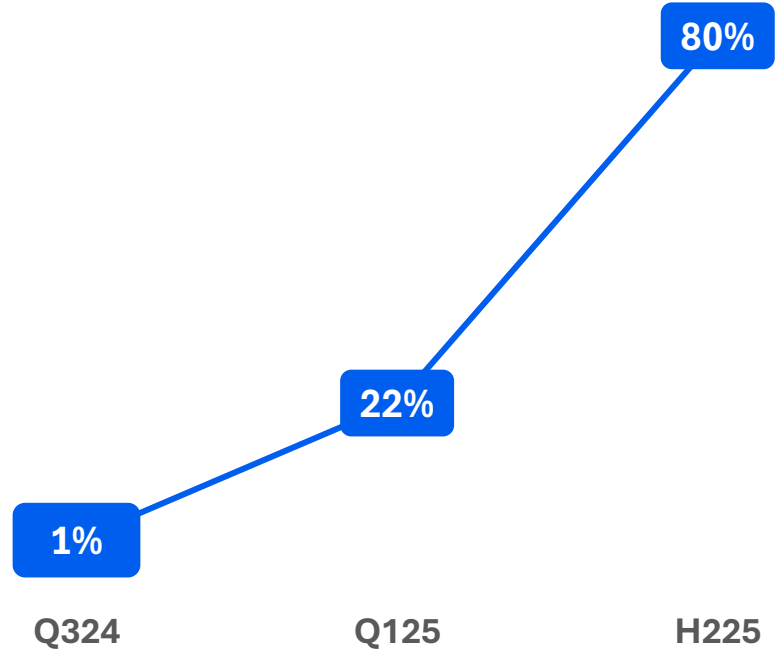
Q224

Mar-25

## Progressing in Distributive Trade (DT) digital transformation



## Direct coverage sales contribution





## Cost Reset





## Net productivity

### Labor productivity

Ton / FTE

+14%



2023

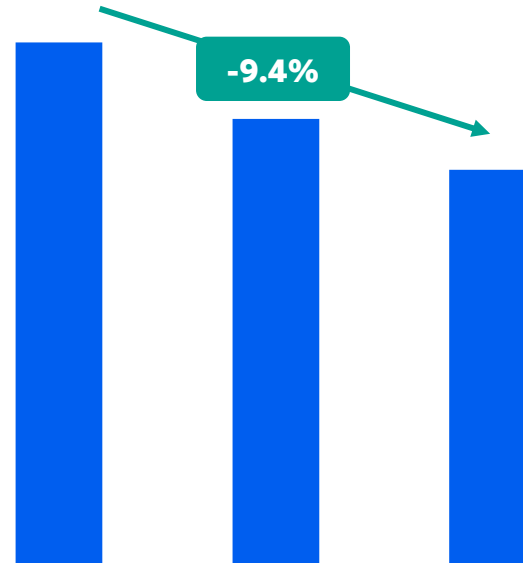
2024

Q125

### Decrease in distribution costs

Logistic cost / Ton

-9.4%



2023

2024

Q125

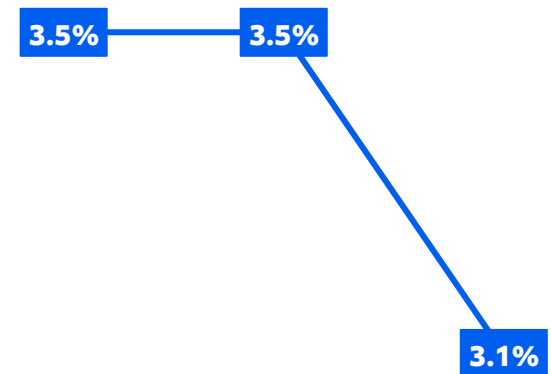
### Productivity program driving reduction in non-factory people cost

Non-factory people cost as % sales

3.5%

3.5%

3.1%



2023

2024

Q125

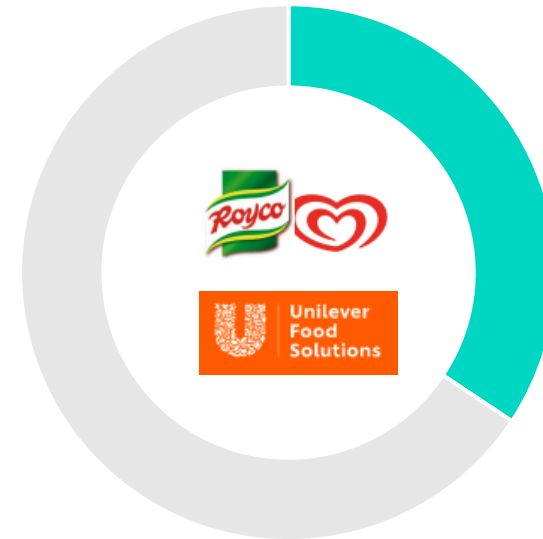
## Q1 2025 domestic sales growth by division

### Home and Personal Care



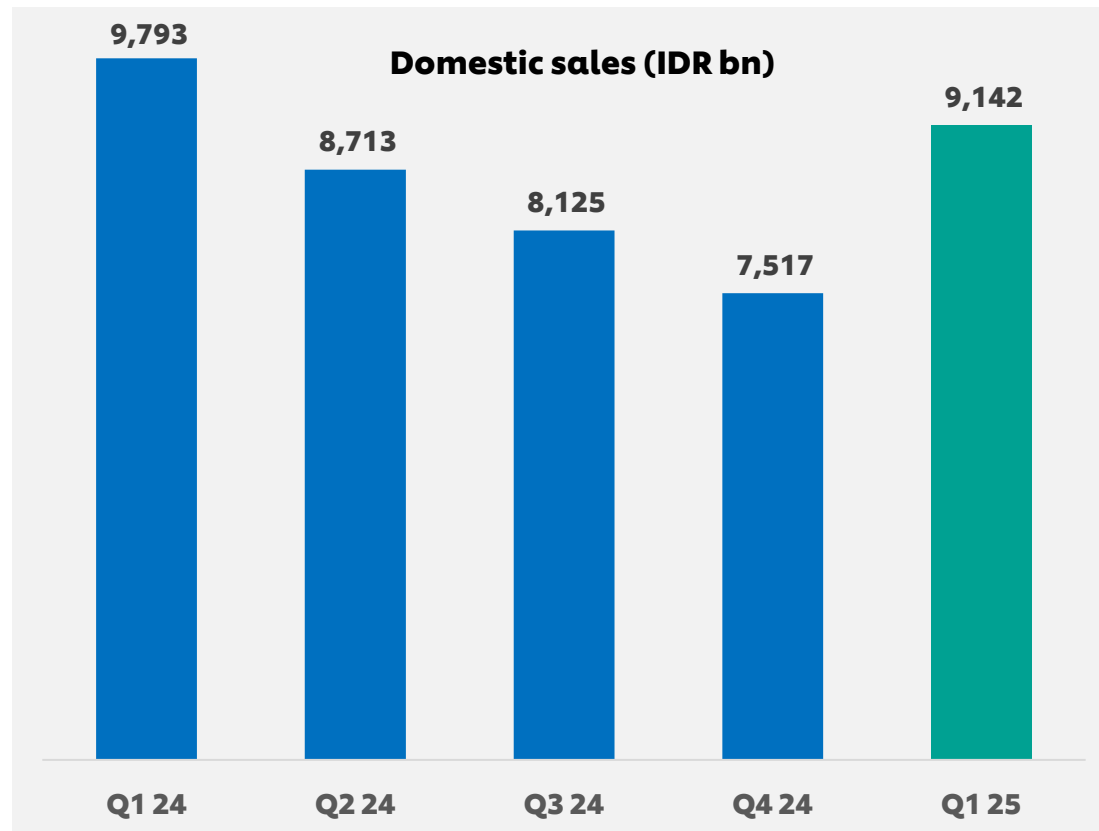
Q1 2025 -10.2% vs LY | +20.1% vs Q4

### Food and Refreshment



Q1 2025 -0.4% vs LY | +24.0% vs Q4

## Domestic sales progression

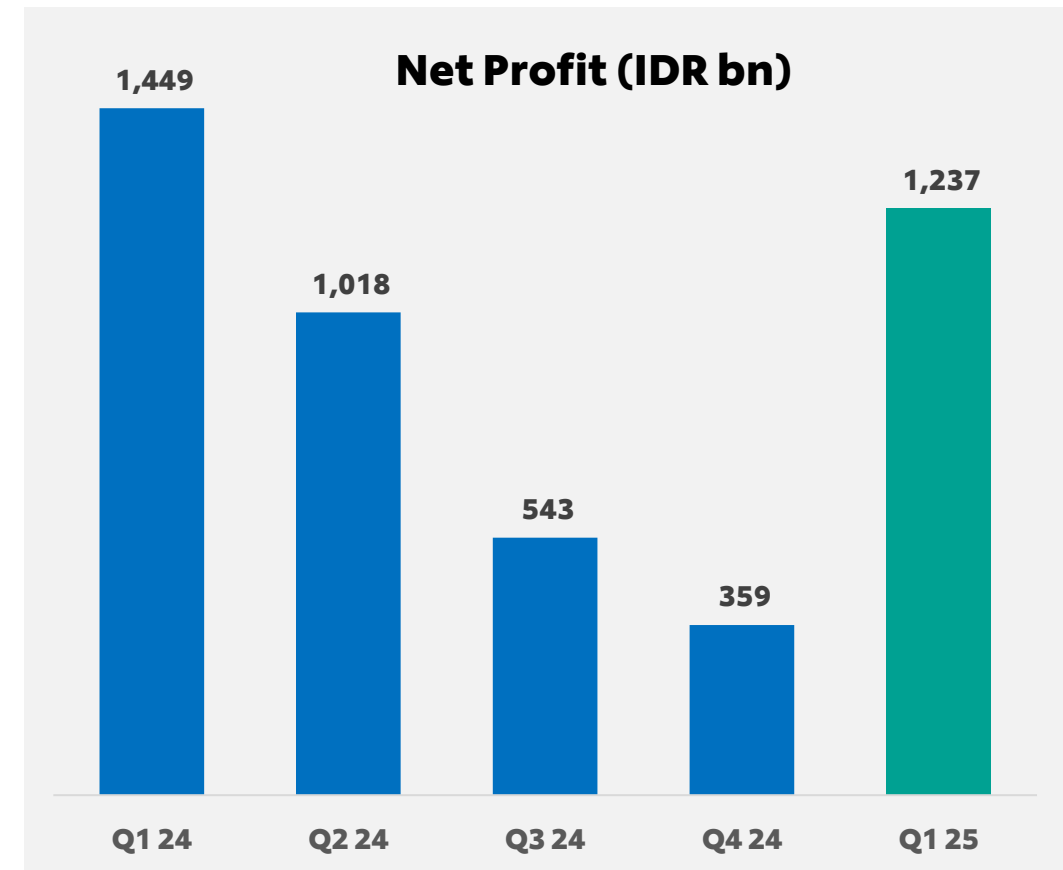
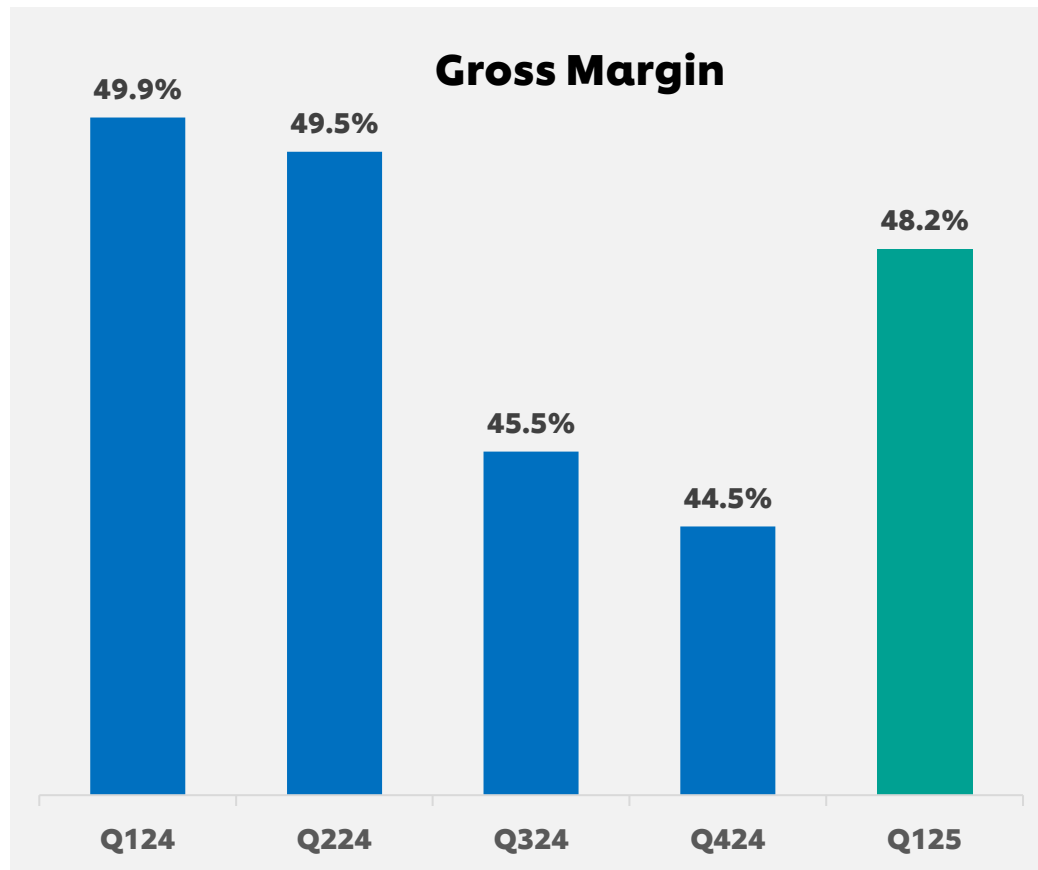


Q1 2025 sales -6.6%

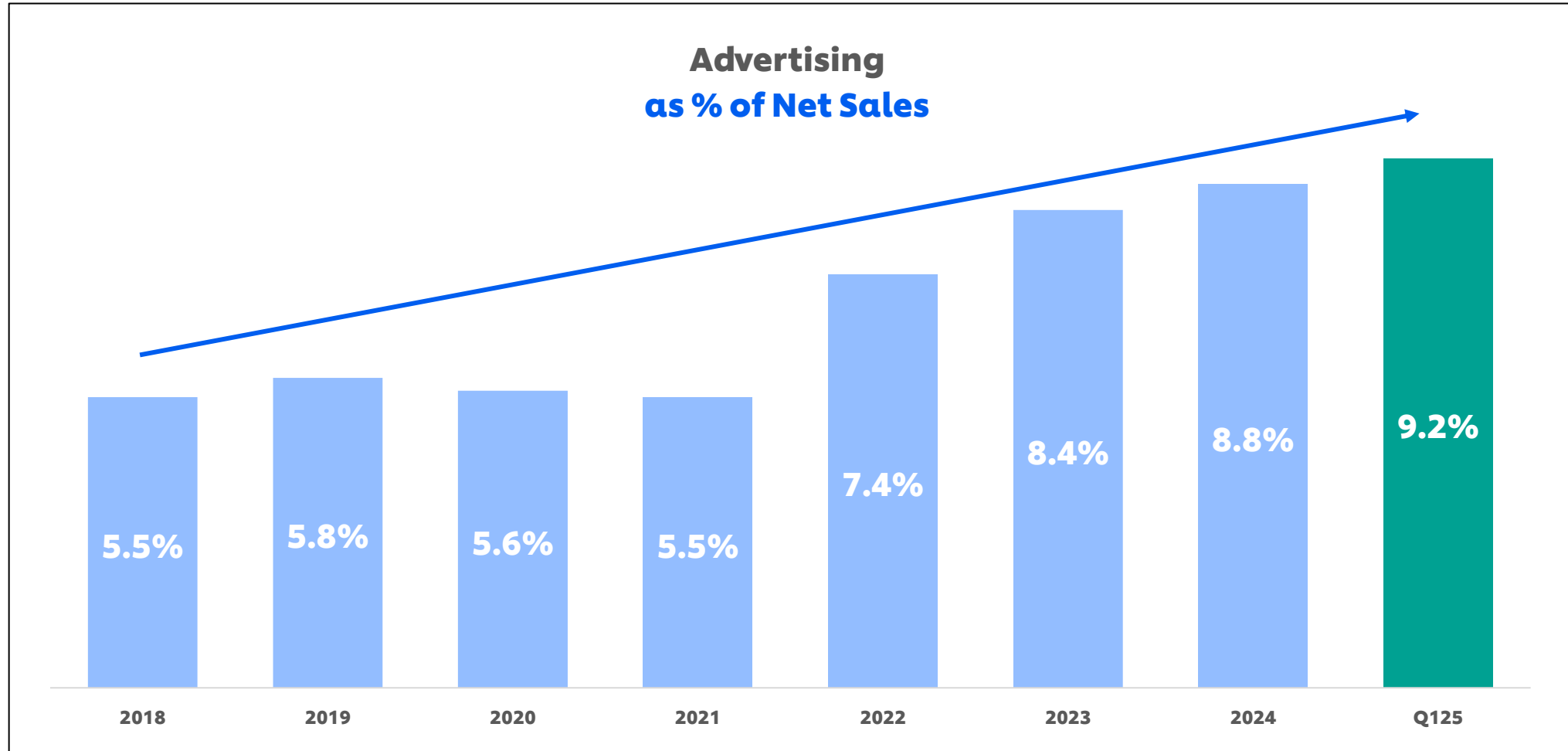
Sequential growth +21.6%:

- **1/3** from customer stock reduction in Q4 2024.
- **2/3** from underlying business improvement and festive impact.

## Sequential improvement in Gross Margin and Net Profit (driven by sales leverage, supply chain transformation, and productivity)

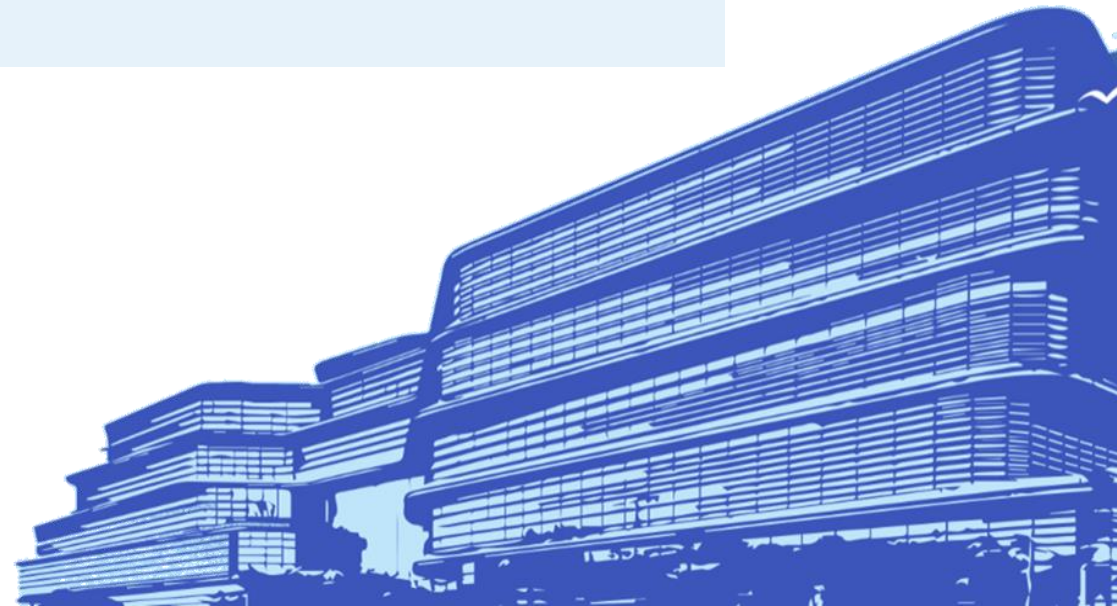


## Continue to invest in our brands



1. Grow the core through Unmissable Brand Superiority.
2. Strengthen and continue to invest in our brands and portfolio.
3. Go-To-Market – More stores, better stores.
4. Improving gross margin through transformation.

Expect to see improvements from reset actions in H2 2025 onwards.







Unilever

# Q&A Session

